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**ORGANISATIONAL CAPABILITIES, EMPLOYEE GROWTH
MINDSET, INTRAPRENEURSHIP AND EMPLOYEE
ENGAGEMENT IN MALAYSIAN FOUR- AND FIVE-STAR
HOTELS**



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**ORGANISATIONAL CAPABILITIES, EMPLOYEE GROWTH MINDSET,
INTRAPRENEURSHIP AND EMPLOYEE ENGAGEMENT IN MALAYSIAN
FOUR- AND FIVE-STAR HOTELS**

By

IRZA HANIE ABU SAMAH



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ABSTRACT

The key challenges in the hotel sector are in maintaining employee performance satisfaction and retaining them within the organisation. There is no doubt that these challenges require employee engagement to achieve organisational performance. Past research has shown that factors such as organisational capabilities, employee growth mindset and intrapreneurship have an impact on employee engagement. Therefore, this study aimed to shed light on the relationship between organisational capabilities factors such as employee value proposition (EVP), innovative culture and diversity, with the effect of a mediating variable, namely employee growth mindset, and a moderating variable - intrapreneurship, which has also been studied in linkages of variables for employee engagement. Respondents were among four and five-star hotel workers in Malaysia. Using the structural equation model, the results of the survey respondents revealed that factors such as EVP and diversity, had a significant impact on employee engagement. Meanwhile, with the presence of the growth mindset as a mediating variable, it further reinforces the link between innovative culture and diversity towards employee engagement. Besides, intrapreneurship plays a role as a moderator between variables of growth mindset and employee engagement. The results suggest that the presence of intrapreneurship moderates the relationship between these two variables. This research confirms that employees who contribute too much to the organisation can exhibit fatigue and thus, reduce their potential involvement. This study shows that to increase employee engagement, the human resources in the hospitality sector especially, may be able to take initiatives such as implementing training and development to enhance employee growth mindset, as well as designing helpful and better packages for employees within the organisation. Finally, this research can assist the Ministry of Tourism, Arts and Culture Malaysia in identifying elements that can improve performance in the hotel sector.

Keywords: Organisational capabilities, employee engagement, growth mindset, and intrapreneurship.

ABSTRAK

Cabaran utama dalam sektor perhotelan adalah mengekalkan prestasi dan kepuasan pekerja, serta menjaga mereka di dalam organisasi. Tidak dinafikan bahawa cabaran-cabaran ini memerlukan penglibatan pekerja bagi mencapai prestasi organisasi. Penyelidikan yang lepas menunjukkan faktor seperti keupayaan organisasi, minda pertumbuhan pekerja dan keusahawanan dalaman mempunyai kesan terhadap penglibatan pekerja. Oleh itu, kajian ini dijalankan untuk memberi penjelasan mengenai hubungkait yang ada di antara faktor-faktor keupayaan organisasi iaitu cadangan nilai pekerja (EVP), budaya inovatif dan kepelbagaian, dengan kesan pemboleh ubah pengantara iaitu minda pertumbuhan pekerja, dan pemboleh ubah penyederhana – keusahawanan dalaman, juga di kaji dalam rangkaian hubungan terhadap penglibatan pekerja. Responden adalah dari kalangan pekerja hotel empat dan lima bintang di Malaysia. Dengan menggunakan model persamaan berstruktur, hasil daripada kaji selidik yang telah dikembalikan oleh responden mendedahkan bahawa faktor seperti EVP dan kepelbagaian mempunyai kesan yang signifikan terhadap penglibatan pekerja. Sementara itu, dengan kehadiran minda pertumbuhan pekerja sebagai pemboleh ubah pengantara dapat mengukuhkan lagi hubung kait antara budaya inovatif dan kepelbagaian ke arah penglibatan pekerja. Selain itu, keusahawanan dalaman memainkan peranan sebagai penyederhana di antara pemboleh ubah minda pertumbuhan dengan penglibatan pekerja. Keputusan membuktikan bahawa kehadiran keusahawanan dalaman menyederhanakan hubungan antara kedua-dua pemboleh ubah ini. Penyelidikan ini mengesahkan bahawa pekerja yang terlalu banyak menyumbang ke arah organisasi boleh menyebabkan keletihan sehingga mengurangkan potensi keterlibatan pekerja tersebut. Kajian ini menunjukkan bahawa untuk meningkatkan penglibatan pekerja, terutamanya pihak sumber manusia dalam sektor perhotelan, mungkin boleh mengambil inisiatif seperti melaksanakan latihan dan pembangunan bagi meningkatkan minda pertumbuhan pekerja dan juga merangka pakej-pakej yang bermanfaat serta lebih baik untuk pekerja dalam organisasi. Akhir sekali, penyelidikan ini dapat membantu Kementerian Pelancongan, Kesenian dan Kebudayaan Malaysia dalam mengenal pasti elemen yang boleh meningkatkan prestasi di sektor perhotelan.

Keywords: Keupayaan organisasi, penglibatan pekerja, minda pertumbuhan dan keusahawanan dalaman.

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LIST OF ABBREVIATIONS

CMV	Common Method Variance
EVP	Employee Value Proposition
GDP	Growth Domestic Product
HTMT	The Heterotrait-Monotrait
MAH	Malaysia Association of Hotels
MIDA	Malaysian Investment Development Authority
MOTAC	Ministry of Tourism, Arts and Culture
PLS	Partial Least Square
SEM	Structural Equation Modelling
WTTC	World Travel and Tourism Council



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Malaysia has set targets to achieve 36 million tourist arrivals and RM168 billion in receipts by 2020. The increasing number of tourist arrivals in Malaysia has an impact on the tourism industry's performance (Tourism Malaysia, 2018) and consequently on Malaysia's economic growth, which also challenges new findings and approach in hotel sector (Brien, Thomas, & Brown, 2017; Salleh, Omar, Yaakop, & Mahmmod, 2013). In the hotel sector, employees are at the heart of business operations. Due to this, employees are the ones who execute and implement top management plans through their occupations, duties, and responsibilities. Therefore, they should be a primary focus of organisations that wish to be successful in the hotel sector.

Malaysia's tourism industry has made substantial contributions to the country's gross domestic product (GDP), reaching MYR167 billion and 13.7 per cent of total GDP in 2016. The number was expected to increase by 4.2 per cent in 2017 (World Travel & Tourism Council (WTTC), 2017). In 2016, the total contribution of travel and tourism to employment, including jobs indirectly supported by the industry, was 12 per cent of all employment, which was 1.7 million jobs. The number is expected to increase by four per cent per annum to two million jobs in 2027 (WTTC, 2017). Therefore, there is a need for the tourism industry to change its views, structures, and operations to

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Appendix A: Malaysia Ringgit Against United State Dollar

Year	Local Currency Unit Against 1 USD
2017	4.39
2016	4.14
2015	3.91
2014	3.27
2013	3.15
2012	3.09
2011	3.06
2010	3.22
2009	3.52
2008	3.33
2007	3.44

Source: Bank Negara Malaysia (2007-2017)



Appendix B: Tourist Arrival by Year (2007-2017)

Year	Arrivals (millions)
2017	25.95
2016	26.76
2015	25.72
2014	27.44
2013	25.72
2012	25.03
2011	24.71
2010	24.58
2009	23.65
2008	22.05
2007	20.97

Source: Ministry of Tourism, Arts and Culture Malaysia



Appendix C: List of Four and Five-Star Hotels in Malaysia

NO	HOTEL	RATING	NEGERI
1	HOTEL AMARI JOHOR BAHRU	5-STAR	JOHOR
2	RENAISSANCE JOHOR BAHRU HOTEL	5-STAR	JOHOR
3	THISTLE JOHOR BAHRU	5-STAR	JOHOR
4	AMANSARI RESIDENCE RESORT	4-STAR	JOHOR
5	BATU-BATU ISLAND RESORT	4-STAR	JOHOR
6	BERJAYA WATERFRONT HOTEL	4-STAR	JOHOR
7	DOUBLETREE BY HILTON JOHOR BAHRU	4-STAR	JOHOR
8	GRAND BLUEWAVE HOTEL JOHOR BAHRU	4-STAR	JOHOR
9	HOLIDAY VILLA JOHOR BAHRU CITY CENTRE	4-STAR	JOHOR
10	HOTEL GRANADA JOHOR BAHRU	4-STAR	JOHOR
11	KSL RESORT	4-STAR	JOHOR
12	LE GRANDEUR PALM RESORT JOHOR	4-STAR	JOHOR
13	LOTUS DESARU BEACH RESORT & SPA	4-STAR	JOHOR
14	M SUITES HOTEL	4-STAR	JOHOR
15	MUTIARA JOHOR BAHRU HOTEL	4-STAR	JOHOR
16	PULAI SPRINGS RESORT	4-STAR	JOHOR
17	SOMERSET PUTERI HARBOUR NUSAJAYA	4-STAR	JOHOR
18	THE KATERINA HOTEL	4-STAR	JOHOR
19	THE PUTERI PACIFIC	4-STAR	JOHOR
20	TRADERS HOTEL PUTERI HARBOUR	4-STAR	JOHOR
21	BERJAYA LANGKAWI RESORT	5-STAR	KEDAH
22	FOUR SEASONS RESORT LANGKAWI	5-STAR	KEDAH
23	GRAND ALORA ALOR SETAR	5-STAR	KEDAH
24	MERITUS PELANGI BEACH RESORT & SPA LANGKAWI	5-STAR	KEDAH
25	REBAK MARINA RESORT	5-STAR	KEDAH
26	SHERATON LANGKAWI BEACH RESORT	5-STAR	KEDAH
27	ST. REGIS LANGKAWI	5-STAR	KEDAH
28	THE ANDAMAN A LUXURY COLLECTION RESORT	5-STAR	KEDAH
29	THE DANNA LANGKAWI RESORT	5-STAR	KEDAH
30	THE DATAI LANGKAWI	5-STAR	KEDAH
31	THE RITZ CARLTON LANGKAWI	5-STAR	KEDAH
32	THE WESTIN LANGKAWI RESORT & SPA	5-STAR	KEDAH
33	ADYA HOTEL LANGKAWI	4-STAR	KEDAH
34	CASA DEL MAR	4-STAR	KEDAH

NO	HOTEL	RATING	NEGERI
35	DAYANG BAY SERVICED APARTMENT & RESORT	4-STAR	KEDAH
36	FOUR POINTS BY SHERATON LANGKAWI RESORT	4-STAR	KEDAH
37	HOLIDAY VILLA ALOR STAR	4-STAR	KEDAH
38	HOLIDAY VILLA LANGKAWI BEACH RESORT	4-STAR	KEDAH
39	HOTEL PARK AVENUE SG. PETANI	4-STAR	KEDAH
40	OMBAK VILLA LANGKAWI	4-STAR	KEDAH
41	RESORT WORLD LANGKAWI	4-STAR	KEDAH
42	RESORTS WORLD LANGKAWI	4-STAR	KEDAH
43	TH HOTEL & CONVENTION CENTRE ALOR SETAR	4-STAR	KEDAH
44	THE CITY BAYVIEW HOTEL, LANGKAWI	4-STAR	KEDAH
45	THE PURE HOTEL SUNGAI PETANI	4-STAR	KEDAH
46	RENAISSANCE KOTA BHARU HOTEL	5-STAR	KELANTAN
47	GRAND RIVERVIEW HOTEL	4-STAR	KELANTAN
48	HOLIDAY VILLA HOTEL & SUITES KOTA BHARU	4-STAR	KELANTAN
49	TOK AMAN BALI BEACH RESORT	4-STAR	KELANTAN
50	VILLA DANIALLA BEACH RESORT	4-STAR	KELANTAN
51	BERJAYA TIMES SQUARE SUITES & CONVENTION CENTRE	5-STAR	KUALA LUMPUR
52	CROWNE PLAZA MUTIARA KUALA LUMPUR	5-STAR	KUALA LUMPUR
53	DOUBLETREE BY HILTON KUALA LUMPUR CITY CENTRE	5-STAR	KUALA LUMPUR
54	FRASER RESIDENCE KUALA LUMPUR	5-STAR	KUALA LUMPUR
55	GRAND HYATT KUALA LUMPUR	5-STAR	KUALA LUMPUR
56	GRAND MILLENNIUM KUALA LUMPUR	5-STAR	KUALA LUMPUR
57	HILTON KUALA LUMPUR	5-STAR	KUALA LUMPUR
58	HOLIDAY INN GLENMARIE KUALA LUMPUR	5-STAR	KUALA LUMPUR
59	HOTEL ISTANA	5-STAR	KUALA LUMPUR
60	HOTEL MAYA KUALA LUMPUR	5-STAR	KUALA LUMPUR
61	INTERCONTINENTAL KUALA LUMPUR	5-STAR	KUALA LUMPUR
62	LE MERIDIEN KUALA LUMPUR	5-STAR	KUALA LUMPUR

NO	HOTEL	RATING	NEGERI
63	MANDARIN ORIENTAL KUALA LUMPUR	5-STAR	KUALA LUMPUR
64	MICASA ALL SUITE HOTEL	5-STAR	KUALA LUMPUR
65	PARK ROYAL SERVICED SUITES KUALA LUMPUR	5-STAR	KUALA LUMPUR
66	PARKROYAL HOTEL KUALA LUMPUR	5-STAR	KUALA LUMPUR
67	PRINCE HOTEL & RESIDENCE KUALA LUMPUR	5-STAR	KUALA LUMPUR
68	PULLMAN KUALA LUMPUR BANGSAR	5-STAR	KUALA LUMPUR
69	PULLMAN KUALA LUMPUR CITY CENTRE HOTEL & RESIDENCE	5-STAR	KUALA LUMPUR
70	SAUJANA HOTEL KUALA LUMPUR	5-STAR	KUALA LUMPUR
71	SAUJANA HOTEL KUALA LUMPUR	5-STAR	KUALA LUMPUR
72	SERI PACIFIC HOTEL KUALA LUMPUR	5-STAR	KUALA LUMPUR
73	SHANGRI-LA HOTEL KUALA LUMPUR	5-STAR	KUALA LUMPUR
74	SHERATON IMPERIAL KUALA LUMPUR HOTEL	5-STAR	KUALA LUMPUR
75	SOFITEL KUALA LUMPUR DAMANSARA	5-STAR	KUALA LUMPUR
76	SUNWAY PUTRA HOTEL KUALA LUMPUR	5-STAR	KUALA LUMPUR
77	THE GARDENS HOTEL & RESIDENCES	5-STAR	KUALA LUMPUR
78	THE MAJESTIC HOTEL KUALA LUMPUR	5-STAR	KUALA LUMPUR
79	THE RITZ-CARLTON KUALA LUMPUR	5-STAR	KUALA LUMPUR
80	THE ROYALE CHULAN KUALA LUMPUR	5-STAR	KUALA LUMPUR
81	THE ST. REGIS KUALA LUMPUR	5-STAR	KUALA LUMPUR
82	THE WESTIN KUALA LUMPUR	5-STAR	KUALA LUMPUR
83	TRADERS HOTEL KUALA LUMPUR	5-STAR	KUALA LUMPUR

NO	HOTEL	RATING	NEGERI
84	ALOFT KUALA LUMPUR SENTRAL	4-STAR	KUALA LUMPUR
85	AMBASSADOR ROW SERVICED SUITES	4-STAR	KUALA LUMPUR
86	ASCOTT KUALA LUMPUR	4-STAR	KUALA LUMPUR
87	ASCOTT SENTRAL KUALA LUMPUR	4-STAR	KUALA LUMPUR
88	CAPRI BY FRASER	4-STAR	KUALA LUMPUR
89	CONCORDE HOTEL KL	4-STAR	KUALA LUMPUR
90	CORUS HOTEL	4-STAR	KUALA LUMPUR
91	DORSETT KUALA LUMPUR	4-STAR	KUALA LUMPUR
92	ELEMENT KUALA LUMPUR	4-STAR	KUALA LUMPUR
93	FEDERAL HOTEL	4-STAR	KUALA LUMPUR
94	FRASER PLACE KUALA LUMPUR	4-STAR	KUALA LUMPUR
95	FURAMA BUKIT BINTANG KUALA LUMPUR	4-STAR	KUALA LUMPUR
96	GRAND SEASONS HOTEL	4-STAR	KUALA LUMPUR
97	HOTEL GRAND SEASONS	4-STAR	KUALA LUMPUR
98	HOTEL ROYAL KUALA LUMPUR	4-STAR	KUALA LUMPUR
99	HOTEL STRIPES KUALA LUMPUR	4-STAR	KUALA LUMPUR
100	IMPIANA KLCC HOTEL & SPA	4-STAR	KUALA LUMPUR
101	LANSON PLACE BUKIT CEYLON SERVICED APARTMENT	4-STAR	KUALA LUMPUR
102	MELIA HOTEL	4-STAR	KUALA LUMPUR
103	MERCURE KUALA LUMPUR SHAW PARADE	4-STAR	KUALA LUMPUR
104	NOVOTEL KUALA LUMPUR CITY CENTRE	4-STAR	KUALA LUMPUR

NO	HOTEL	RATING	NEGERI
105	OAKWOOD HOTEL & RESIDENCE KUALA LUMPUR	4-STAR	KUALA LUMPUR
106	OASIA SUITES KUALA LUMPUR	4-STAR	KUALA LUMPUR
107	PNB PERDANA HOTEL & SUITES ON THE PARK	4-STAR	KUALA LUMPUR
108	SOMERSET AMPANG KUALA LUMPUR	4-STAR	KUALA LUMPUR
109	SWISS-GARDEN HOTEL & RESIDENCES	4-STAR	KUALA LUMPUR
110	THE BOULEVARD - A ST GILES HOTEL KUALA LUMPUR	4-STAR	KUALA LUMPUR
111	THE ROYALE BINTANG KUALA LUMPUR	4-STAR	KUALA LUMPUR
112	VE HOTEL & RESIDENCE	4-STAR	KUALA LUMPUR
113	VIVATEL KUALA LUMPUR	4-STAR	KUALA LUMPUR
114	DORSETT GRAND LABUAN HOTEL	5-STAR	LABUAN
115	BILLION WATERFRONT	4-STAR	LABUAN
116	TIARA LABUAN HOTEL & APARTMENT	4-STAR	LABUAN
117	HOTEL EQUATORIAL MELAKA	5-STAR	MELAKA
118	PHILEA RESORT & SPA	5-STAR	MELAKA
119	RAMADA PLAZA MELAKA	5-STAR	MELAKA
120	A'FAMOSA RESORT HOTEL	4-STAR	MELAKA
121	BAYOU LAGOON PARK RESORT	4-STAR	MELAKA
122	BAYVIEW HOTEL	4-STAR	MELAKA
123	HATTEN HOTEL MELAKA	4-STAR	MELAKA
124	HOLIDAY INN MELAKA	4-STAR	MELAKA
125	IBIS MELAKA	4-STAR	MELAKA
126	KINGS GREEN HOTEL	4-STAR	MELAKA
127	MAHKOTA HOTEL MELAKA	4-STAR	MELAKA
128	MITC HOTEL	4-STAR	MELAKA
129	MOTY HOTEL	4-STAR	MELAKA
130	NOVOTEL MALACCA HOTEL	4-STAR	MELAKA
131	SWISS GARDEN HOTEL & RESIDENCES	4-STAR	MELAKA
132	THE IMPERIAL HERITAGE MELAKA	4-STAR	MELAKA
133	THE LEGACY MELAKA / AVILLION LEGACY MELAKA	4-STAR	MELAKA
134	THE MAJESTIC MALACCA	4-STAR	MELAKA
135	THE PINES HOTEL	4-STAR	MELAKA
136	THE SETTLEMENT HOTEL MELAKA	4-STAR	MELAKA

NO	HOTEL	RATING	NEGERI
137	THE STRAITS HOTEL & SUITES	4-STAR	MELAKA
138	AVILLION PORT DICKSON	5-STAR	NEGERI SEMBILAN
139	GRAND LEXIS PORT DICKSON	5-STAR	NEGERI SEMBILAN
140	LEXIS HIBISCUS PORT DICKSON		NEGERI SEMBILAN
141	THISTLE RESORT PORT DICKSON	5-STAR	NEGERI SEMBILAN
142	AVILLION ADMIRAL COVE	4-STAR	NEGERI SEMBILAN
143	CORUS PARADISE RESORT PORT DICKSON	4-STAR	NEGERI SEMBILAN
144	KLANA RESORT SEREMBAN	4-STAR	NEGERI SEMBILAN
145	LEXIS PORT DICKSON	4-STAR	NEGERI SEMBILAN
146	NILAI SPRINGS RESORT HOTEL	4-STAR	NEGERI SEMBILAN
147	PNB ILHAM RESORT	4-STAR	NEGERI SEMBILAN
148	THE ROYAL BINTANG RESOR & SPA SEREMBAN	4-STAR	NEGERI SEMBILAN
149	THE ROYALE BINTANG RESORT & SPA SEREMBAN	4-STAR	NEGERI SEMBILAN
150	CROCKFORDS HOTEL	5-STAR	PAHANG
151	GENTING GRAND HOTEL	5-STAR	PAHANG
152	GRAND ION DELEMEN HOTEL	5-STAR	PAHANG
153	HYATT REGENCY KUANTAN	5-STAR	PAHANG
154	MANGALA RESORT & SPA	5-STAR	PAHANG
155	MAXIMS HOTEL	5-STAR	PAHANG
156	THE ZENITH HOTEL	5-STAR	PAHANG
157	ANCASA ROYALE PEKAN PAHANG	4-STAR	PAHANG
158	CAMERON HIGHLANDS RESORT	4-STAR	PAHANG
159	COPTHORNE HOTEL CAMERON HIGHLANDS	4-STAR	PAHANG
160	HERITAGE CAMERON HIGHLANDS	4-STAR	PAHANG
161	HOLIDAY VILLA BEACH RESORT & SPA CHERATING	4-STAR	PAHANG
162	IMPIANA RESORT CHERATING	4-STAR	PAHANG
163	M.S GARDEN HOTEL	4-STAR	PAHANG
164	RESORT HOTEL	4-STAR	PAHANG
165	STRAWBERRY PARK RESORT	4-STAR	PAHANG

NO	HOTEL	RATING	NEGERI
166	SWISS - GARDEN RESORT & SPA KUANTAN	4-STAR	PAHANG
167	TANAH AINA FARRAH SORAYA ECO RESORT	4-STAR	PAHANG
168	THE LEGEND RESORT	4-STAR	PAHANG
169	TUNAMAYA BEACH & SPA RESORT	4-STAR	PAHANG
170	VISTANA HOTEL KUANTAN	4-STAR	PAHANG
171	DORSETT PENANG HOTEL	5-STAR	PENANG
172	EASTERN AND ORIENTAL HOTEL	5-STAR	PENANG
173	EQUATORIAL HOTEL PENANG	5-STAR	PENANG
174	EVERGREEN LAUREL HOTEL	5-STAR	PENANG
175	G HOTEL	5-STAR	PENANG
176	G HOTEL KELAWAI	5-STAR	PENANG
177	LEXIS SUITES PENANG	5-STAR	PENANG
178	LONE PINE HOTEL	5-STAR	PENANG
179	PARK ROYAL PENANG RESORT	5-STAR	PENANG
180	SHANGRI-LA'S RASA SAYANG RESORT &SPA	5-STAR	PENANG
181	THE LIGHT HOTEL	5-STAR	PENANG
182	VANGOHH PREMIER HOTEL	5-STAR	PENANG
183	BAYVIEW BEACH RESORT	4-STAR	PENANG
184	BAYVIEW HOTEL GEORGE TOWN PENANG	4-STAR	PENANG
185	BERJAYA PENANG HOTEL	4-STAR	PENANG
186	CITITEL HOTEL, PENANG	4-STAR	PENANG
187	COPTHORNE ORCHID HOTEL	4-STAR	PENANG
188	DOUBLE TREE RESORT BY HILTON PENANG	4-STAR	PENANG
189	EASTIN HOTEL	4-STAR	PENANG
190	EASTIN HOTEL PENANG	4-STAR	PENANG
191	FLAMINGO BY THE BEACH PENANG	4-STAR	PENANG
192	GOLDEN SANDS RESORT	4-STAR	PENANG
193	HARD ROCK HOTEL PENANG	4-STAR	PENANG
194	HOLIDAY INN RESORT PENANG	4-STAR	PENANG
195	HOTEL JEN PENANG	4-STAR	PENANG
196	HOTEL ROYAL PENANG	4-STAR	PENANG
197	HYDRO HOTEL PENANG	4-STAR	PENANG
198	ICONIC HOTEL	4-STAR	PENANG
199	IXORA HOTEL	4-STAR	PENANG
200	OLIVE TREE HOTEL PENANG	4-STAR	PENANG
201	RAINBOW PARADISE BEACH RESORT	4-STAR	PENANG
202	ST. GILES WEMBLEY PENANG	4-STAR	PENANG
203	SUNWAY HOTEL GEORGETOWN	4-STAR	PENANG
204	THE CITY BAYVIEW HOTEL PENANG	4-STAR	PENANG
205	THE ROYALE CHULAN PENANG	4-STAR	PENANG

NO	HOTEL	RATING	NEGERI
206	VISTANA PENANG BUKIT JAMBUL	4-STAR	PENANG
207	VOUK HOTEL SUITES	4-STAR	PENANG
208	PANGKOR LAUT RESORT	5-STAR	PERAK
209	THE BANJARAN HOTSPRINGS RETREAT	5-STAR	PERAK
210	THE HAVEN PREMIER	5-STAR	PERAK
211	BELUM RAINFOREST RESORT	4-STAR	PERAK
212	BUKIT MERAH LAKETOWN RESORT	4-STAR	PERAK
213	HOTEL CASUARINA @ MERU IPOH	4-STAR	PERAK
214	KINTA RIVERFRONT HOTEL & SUITES	4-STAR	PERAK
215	PANGKOR ISLAND BEACH RESORT	4-STAR	PERAK
216	SWISS GARDEN BEACH RESORT DAMAI LAUT	4-STAR	PERAK
217	SYUEN HOTEL IPOH	4-STAR	PERAK
218	TOWER REGENCY HOTEL & APARTMENT SDN. BHD.	4-STAR	PERAK
219	WEIL HOTEL	4-STAR	PERAK
220	PULLMAN PUTRAJAYA LAKESIDE	5-STAR	PUTRAJAYA
221	PUTRAJAYA MARRIOTT HOTEL	5-STAR	PUTRAJAYA
222	SHANGRI-LA PUTRAJAYA	5-STAR	PUTRAJAYA
223	DORSETT PUTRAJAYA	4-STAR	PUTRAJAYA
224	PALM GARDEN HOTEL	4-STAR	PUTRAJAYA
225	THE EVERLY HOTEL PUTRAJAYA	4-STAR	PUTRAJAYA
226	HILTON KOTA KINABALU	5-STAR	SABAH
227	HYATT REGENCY KINABALU	5-STAR	SABAH
228	LE MERIDIEN KOTA KINABALU	5-STAR	SABAH
229	NEXUS RESORT & SPA KARAMBUNAI	5-STAR	SABAH
230	SHANGRI-LA TANJUNG ARU RESORT	5-STAR	SABAH
231	SHANGRI-LA'S RASA RIA RESORT & SPA	5-STAR	SABAH
232	THE MAGELLAN SUTERA RESORT KOTA KINABALU	5-STAR	SABAH
233	THE PACIFIC SUTERA KOTA KINABALU	5-STAR	SABAH
234	AVANGIO HOTEL KOTA KINABALU	4-STAR	SABAH
235	BERINGGIS BEACH RESORT & SPA	4-STAR	SABAH
236	FOUR POINTS BY SHERATON SANDAKAN	4-STAR	SABAH
237	GAYANA ECO RESORT	4-STAR	SABAH
238	HOTEL GRANDIS	4-STAR	SABAH
239	LEMBAH IMPIAN COUNTRY HOMES	4-STAR	SABAH
240	LIKAS SQUARE APARTMENT HOTEL	4-STAR	SABAH
241	MING GARDEN HOTEL & RESIDENCES	4-STAR	SABAH
242	NOVOTEL 1 BORNEO	4-STAR	SABAH
243	PROMENADE HOTEL	4-STAR	SABAH
244	SABAH HOTEL	4-STAR	SABAH
245	SABAH ORIENTAL HOTEL	4-STAR	SABAH

NO	HOTEL	RATING	NEGERI
246	SIPADAN -KAPALAI DIVE RESORT	4-STAR	SABAH
247	SOLUXE HOTEL KOTA KINABALU	4-STAR	SABAH
248	THE KLAGAN REGENCY	4-STAR	SABAH
249	THE PALACE HOTEL	4-STAR	SABAH
250	THE REEF DIVE RESORT - MATAKING ISLAND	4-STAR	SABAH
251	HILTON KUCHING	5-STAR	SARAWAK
252	HOLIDAY INN RESORT DAMAI LAGOON	5-STAR	SARAWAK
253	MIRI MARRIOTT RESORT & SPA	5-STAR	SARAWAK
254	MULU MARRIOTT RESORT & SPA	5-STAR	SARAWAK
255	PULLMAN HOTEL	5-STAR	SARAWAK
256	PULLMAN HOTEL KUCHING	5-STAR	SARAWAK
257	RIVERSIDE MAJESTIC HOTEL	5-STAR	SARAWAK
258	THE WATERFRONT HOTEL	5-STAR	SARAWAK
259	DAMAI BEACH RESORT	4-STAR	SARAWAK
260	FOUR POINTS BY SHERATON KUCHING	4-STAR	SARAWAK
261	GOLDEN BAY HOTEL	4-STAR	SARAWAK
262	GRAND MARGHERITA HOTEL	4-STAR	SARAWAK
263	GRAND PALACE HOTEL	4-STAR	SARAWAK
264	HOTEL GRAND MARGHERITA	4-STAR	SARAWAK
265	IMPERIAL HOTEL KUCHING	4-STAR	SARAWAK
266	IMPERIAL HOTEL MIRI	4-STAR	SARAWAK
267	IMPERIAL PALACE HOTEL	4-STAR	SARAWAK
268	KINGWOOD HOTEL SIBU	4-STAR	SARAWAK
269	MEGA HOTEL	4-STAR	SARAWAK
270	MERITZ HOTEL	4-STAR	SARAWAK
271	PARKCITY EVERLY HOTEL	4-STAR	SARAWAK
272	PARKCITY EVERLY HOTEL	4-STAR	SARAWAK
273	RH HOTEL	4-STAR	SARAWAK
274	SAMALAJU RESORT HOTEL	4-STAR	SARAWAK
275	AVANI SEPANG GOLDCOAST RESORT	5-STAR	SELANGOR
276	CYBERVIEW LODGE RESORT & SPA	5-STAR	SELANGOR
277	EASTIN HOTEL	5-STAR	SELANGOR
278	GRAND BLUEWAVE HOTEL SHAH ALAM	5-STAR	SELANGOR
279	HILTON PETALING JAYA	5-STAR	SELANGOR
280	HOLIDAY VILLA SUBANG	5-STAR	SELANGOR
281	HOTEL BANGI - PUTRAJAYA	5-STAR	SELANGOR
282	HOTEL LE MERIDIEN PUTRAJAYA	5-STAR	SELANGOR
283	ONE WORLD HOTEL	5-STAR	SELANGOR
284	PALACE OF THE GOLDEN HORSES	5-STAR	SELANGOR
285	SAMA - SAMA HOTEL KL INTERNATIONAL AIRPORT	5-STAR	SELANGOR

NO	HOTEL	RATING	NEGERI
286	SHERATON HOTEL PETALING JAYA	5-STAR	SELANGOR
287	SUNWAY RESORT HOTEL	5-STAR	SELANGOR
288	THE ROYALE BINTANG DAMANSARA HOTEL	5-STAR	SELANGOR
289	THE ROYALE CHULAN DAMANSARA HOTEL	5-STAR	SELANGOR
290	THE VILLAS AT SUNWAY RESORT HOTEL & SPA	5-STAR	SELANGOR
291	ACAPPELLA SUITE HOTEL	4-STAR	SELANGOR
292	AMVERTON COVE GOLF & ISLAND RESORT	4-STAR	SELANGOR
293	ARMADA HOTEL PETALING JAYA	4-STAR	SELANGOR
294	CONCORDE HOTEL SHAH ALAM	4-STAR	SELANGOR
295	ECITY HOTEL @ ONE CITY	4-STAR	SELANGOR
296	FOUR POINTS BY SHERATON	4-STAR	SELANGOR
297	GENO HOTEL	4-STAR	SELANGOR
298	MERCURE SELANGOR SELAYANG	4-STAR	SELANGOR
299	MINES WELLNESS RESORT	4-STAR	SELANGOR
300	PREMIERE HOTEL	4-STAR	SELANGOR
301	SOMERSET DAMANSARA UPTOWN PETALING JAYA	4-STAR	SELANGOR
302	SUNWAY CLIO HOTEL	4-STAR	SELANGOR
303	SUNWAY PYRAMID HOTEL	4-STAR	SELANGOR
304	THE ROYALE BINTANG DAMANSARA	4-STAR	SELANGOR
305	THE ROYALE BINTANG THE CURVE	4-STAR	SELANGOR
306	THE SUMMIT HOTEL SUBANG USJ	4-STAR	SELANGOR
307	BERJAYA REDANG BEACH RESORT	5-STAR	TERENGGANU
308	RESORTS WORLD KIJAL	5-STAR	TERENGGANU
309	TANJONG JARA RESORT	5-STAR	TERENGGANU
310	THE TAARAS BEACH & SPA RESORT (REDANG)	5-STAR	TERENGGANU
311	HOTEL GRAND CONTINENTAL KUALA TERENGGANU	4-STAR	TERENGGANU
312	LAGUNA REDANG ISLAND RESORT	4-STAR	TERENGGANU
313	LAKE KENYIR RESORT, TAMAN NEGARA	4-STAR	TERENGGANU
314	PRIMULA BEACH HOTEL	4-STAR	TERENGGANU
315	RI-YAZ HERITAGE MARINA RESORT & SPA	4-STAR	TERENGGANU
316	TH HOTEL & CONVENTION CENTRE KUALA TERENGGANU	4-STAR	TERENGGANU

Source: MOTAC (2017)

Appendix D: Sample Size Table

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.

S is sample size.

Source: Krejcie and Morgan (1970)

Appendix E: Missing Value Analysis

Univariate Statistics							
	N	Mean	Std. Deviation	Missing		No. of Extremes ^a	
				Count	Percent	Low	High
EE1	249	3.9116	.84733	0	.0	0	0
EE2	249	3.9197	.79412	0	.0	1	0
EE4	249	3.7871	.86070	0	.0	2	0
EE5	249	3.8153	.86487	0	.0	2	0
EE6	249	3.8394	.87431	0	.0	3	0
EE7	249	3.9960	.76989	0	.0	5	0
EE8	249	3.9598	.85572	0	.0	0	0
EE10	249	4.1606	.80716	0	.0	7	0
EE11	249	4.0924	.84452	0	.0	11	0
EE12	249	4.0321	.86543	0	.0	12	0
EE13	249	3.7390	1.00810	0	.0	8	0
EE14	248	4.0282	.85557	1	.4	13	0
EE15	249	4.0321	.77705	0	.0	6	0
EE16	249	3.8755	.87331	0	.0	4	0
EE17	249	3.7108	.95288	0	.0	3	0
CD18	249	3.9277	.85359	0	.0	5	0
CD19	249	4.0000	.79818	0	.0	0	0
CD20	249	3.7068	.87436	0	.0	4	0
CD21	249	4.0321	.74526	0	.0	6	0
CD22	248	3.9516	.83307	1	.4	0	0
B23	249	3.6546	.95945	0	.0	6	0
B24	249	3.8273	.84618	0	.0	2	0
B25	248	3.6694	.99164	1	.4	5	0
B26	249	3.6747	1.02519	0	.0	8	0
C27	249	3.6787	.88056	0	.0	4	0
C28	249	3.7349	.87184	0	.0	4	0
C29	249	3.7791	.81034	0	.0	0	0
C30	249	3.8635	.88754	0	.0	4	0
D31	249	4.1084	.77790	0	.0	6	0
D32	249	4.1888	.73542	0	.0	2	0
D33	249	4.1767	.73018	0	.0	1	0
D34	249	4.2811	.70802	0	.0	0	0

D35	249	4.1968	.73878	0	.0	4	0
D36	249	4.3253	.68583	0	.0	2	0
D37	249	4.1165	.84152	0	.0	7	0
D38	249	4.0843	.85012	0	.0	8	0
D39	249	4.0964	.87457	0	.0	9	0
IS40	249	3.7189	.96370	0	.0	8	0
IS41	249	3.8675	.86282	0	.0	5	0
IS42	249	3.9719	.85855	0	.0	0	0
IS43	249	3.9679	.85606	0	.0	0	0
IS44	249	3.9639	.81980	0	.0	0	0
IS45	249	3.9799	.83013	0	.0	0	0
IS46	248	3.8548	.82171	1	.4	0	0
IV47	249	3.8474	.77304	0	.0	1	0
IV48	249	3.8594	.75690	0	.0	0	0
IV49	249	3.8594	.81340	0	.0	1	0
IV50	246	3.8455	.88555	3	1.2	0	0
IV51	248	3.9677	.82409	1	.4	0	0
GM52	249	4.2610	.71288	0	.0	2	0
GM53	249	4.2490	.63678	0	.0	1	0
GM54	247	4.3158	.65447	2	.8	1	0
GM55	249	4.3614	.63965	0	.0	0	0
GM56	249	4.2771	.71245	0	.0	3	0
GM57	247	4.1377	.71942	2	.8	4	0
COG58	249	3.9880	.79556	0	.0	9	0
COG59	249	3.9317	.82266	0	.0	0	0
COG60	249	3.9558	.87186	0	.0	0	0
COG61	249	3.9317	.83724	0	.0	0	0
COG62	249	3.8394	.79711	0	.0	0	0
COG63	249	3.9639	.87684	0	.0	0	0
COG64	249	3.8835	.88814	0	.0	0	0
COG65	249	3.9639	.78462	0	.0	0	0
COG66	249	4.0803	.80421	0	.0	5	0
COG67	248	4.1169	.77827	1	.4	7	0
AFF68	249	4.1566	.72649	0	.0	1	0
AFF69	249	4.0683	.77209	0	.0	6	0
AFF70	249	4.2129	.78216	0	.0	5	0
AFF71	249	4.1928	.74256	0	.0	2	0
AFF72	249	4.1968	.78637	0	.0	6	0
BHV73	249	4.1566	.78002	0	.0	2	0
BHV74	249	4.1847	.76068	0	.0	3	0

BHV75	249	4.1526	.78340	0	.0	4	0
BHV76	249	4.1325	.79471	0	.0	4	0
BHV77	249	3.9197	.89441	0	.0	0	0
BHV78	249	3.9076	.81040	0	.0	0	0
BHV79	249	4.0361	.81980	0	.0	0	0
BHV80	249	3.8675	.89042	0	.0	0	0
BHV81	249	3.8996	.89463	0	.0	0	0
REE3	249	3.8072	1.10852	0	.0	0	0
REE9	249	3.5663	1.17973	0	.0	17	0

a. Number of cases outside the range ($Q1 - 1.5 \cdot IQR$, $Q3 + 1.5 \cdot IQR$).



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Appendix F: Deleted Items

Employee Engagement (UWES-17)

Dimension	Coding	Item
Vigour	EE1	At my work, I feel bursting with energy. (deleted)
	EE2	In my job, I feel strong and vigorous.
	EE3	When I get up in the morning, I don't feel like going to work.(deleted)
	EE4	I can continue working for very long periods at a time.
	EE5	In my job, I am very mentally resilient.
	EE6	At my work, I always persevere, even when things do not go well.
Dedication	EE7	I find the work that I do full of meaning and purpose.
	EE8	I am enthusiastic about my job.
	EE9	My job inspires me.(deleted)
	EE10	I am proud of the work that I do.
	EE11	To me, my job is challenging.
Absorption	EE12	Time flies when I am working.(deleted)
	EE13	When I am working, I forget everything else around me.
	EE14	I feel happy when I am working intensely.
	EE15	I am immersed in my work.
	EE16	I get carried away when I am working.
	EE17	It is difficult to detach myself from my job.

Employee Value Proposition

Dimension	Coding	Item
Career development	CD18	I have the chance to do things my own way and not to be constrained by the rules of my organisation.
	CD19	I am always on the lookout for ideas that would permit me to start and build my own enterprise.
	CD20	My employer provides security through guaranteed work, benefits, a good retirement programme, etc. (deleted)
	CD21	I can use my skills and talents in my organisation.
	CD22	There is an opportunity for personal growth and development in my organisation.
Employee benefits	B23	I am satisfied with the pay I receive for the job.
	B24	The management communicate effectively about the benefits to employees.
	B25	The benefits that I receive in this organisation are better than those in other organisations.

Dimension	Coding	Item
Communication	B26	The benefits that I receive are enough for me.
	C27	My organisation explains decision-making procedures thoroughly.
	C28	My organisation is willing to share all relevant information with employees.
	C29	My organisation communicates details in a timely manner.
	C30	My organisation tailors communications to meet individuals' needs.

Diversity

Coding	Item
D31	I am comfortable working in a group where there are both males and females.
D32	I am comfortable working in a group where there are different races. (deleted)
D33	I am comfortable working in a group where there are younger and older people.
D34	I communicate effectively, regardless of gender, age, and racial differences.
D35	My organisation has diverse working experience backgrounds.
D36	I can learn new skills and values by working with people of other genders, races, and ages.
D37	My organisation values employees, regardless of their gender, race, age, and background.
D38	Gender, age, and racial diversity is very important to my organisation.
D39	My organisation values and respects fundamental differences with respect to gender, age, and race.

Innovative Culture

Dimension	Coding	Item
Innovative support	IS40	My organisation pays close attention to innovation.
	IS41	I feel that I am trusted to act in the organisation's best interests with minimal supervision.
	IS42	My organisation supports creativity.
	IS43	My organisation is open and responsive to change.
	IS44	I feel enabled to generate ideas.
	IS45	I contribute to innovation in the organisation.

Innovative vision	IS46	Innovation is an underlying culture and not just a word in my organisation.
	IV47	I have an innovative vision that is aligned with the organisation.
	IV48	My organisation's management team are diverse in their thinking in that they have different views as to how things should be done.
	IV49	My organisation emphasises the need for innovation for development.
	IV50	My organisation takes the initiative to shape the environment to its advantage.
	IV51	I feel obligated to help to create a future for this organisation.

Growth Mindset

Coding	Item
GM52	I openly discuss mistakes in order to learn from them.
GM53	I identify the skills needed for my future work tasks.
GM54	I view problems in work as opportunities to learn.
GM55	I listen to others' views before speaking.
GM56	I will do anything, including using my own resources, to support my learning.
GM57	I am empowered to apply what I have learned.

Intrapreneurship

Dimension	Coding	Item
Cognitive	COG58	I actively search for new ideas and innovations at all stages of product/service development.
	COG59	I have the freedom to develop the appropriate responses in efforts to create value for our clients.
	COG60	My new ideas have contributed to improved customer satisfaction for my organisation.
	COG61	My new ideas have generated new customers for my organisation. (deleted)
	COG62	I have a reputation as a successful innovator within my organisation. (deleted)
	COG63	People in my organisation often turn to me when there is a need for a new approach. (deleted)
	COG64	I like to see the big picture when I tackle a problem (problem-solving) (deleted)
	COG65	I am confident in my ability to solve problems.

	COG66	I have good problem-solving skills. (deleted)
	COG67	Problem-solving skills are important in my line of work.
Affective	AFF68	I feel very excited about my job.
	AFF69	I feel very enthusiastic about my job.
	AFF70	I am very proud of my job.
	AFF71	I am an active person.
	AFF72	I am inspired all the time while doing my job.
Behaviour	BHV73	For me, everything is possible if I believe I can do it.
	BHV74	When I take on a project, I have the confidence that I will carry it out successfully.
	BHV75	I am prepared to do things differently if given the chance to do so.
	BHV76	I am fairly curious and I am continually in search of discoveries.
	BHV77	I am always in the midst of launching a new project or task. (deleted)
	BHV78	I consider myself a creative person. (deleted)
	BHV79	I believe that higher risks are worth taking for higher rewards. (deleted)
	BHV80	I view uncertainty as an opportunity, not as a risk. (deleted)
	BHV81	I regularly take calculated risks to gain potential advantages. (deleted)



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Appendix G: The Heterotrait-Monotrait Ratio of Correlation

		Original Sample (O)	LBL	UPL
1	AFFECTIVE -> ABSORPTION	0.553	0.421	0.66
2	BEHAVIOR -> ABSORPTION	0.518	0.387	0.624
3	BEHAVIOR-> AFFECTIVE	0.71	0.602	0.804
4	BENEFIT -> ABSORPTION	0.54	0.389	0.678
5	BENEFIT -> AFFECTIVE	0.473	0.325	0.615
6	BENEFIT -> BEHAVIOR	0.372	0.238	0.496
7	CAREER DEVELOPMENT -> ABSORPTION	0.594	0.463	0.712
8	CAREER DEVELOPMENT -> AFFECTIVE	0.597	0.476	0.7
9	CAREER DEVELOPMENT -> BEHAVIOR	0.591	0.464	0.695
10	CAREER DEVELOPMENT -> BENEFIT	0.658	0.512	0.757
11	COGNITIVE -> ABSORPTION	0.563	0.432	0.667
12	COGNITIVE -> AFFECTIVE	0.741	0.663	0.812
13	COGNITIVE -> BEHAVIOR	0.712	0.63	0.796
14	COGNITIVE -> BENEFIT	0.465	0.315	0.56
15	COGNITIVE -> CAREER DEVELOPMENT	0.695	0.592	0.782
16	COMMUNICATION -> ABSORPTION	0.442	0.22	0.569
17	COMMUNICATION -> AFFECTIVE	0.503	0.362	0.627
18	COMMUNICATION -> BEHAVIOR	0.455	0.302	0.591
19	COMMUNICATION -> BENEFIT	0.806	0.701	0.884
20	COMMUNICATION -> CAREER DEVELOPMENT	0.659	0.53	0.747
21	COMMUNICATION -> COGNITIVE	0.515	0.366	0.617
22	DEDICATION -> ABSORPTION	0.692	0.575	0.794
23	DEDICATION -> AFFECTIVE	0.705	0.592	0.805
24	DEDICATION -> BEHAVIOR	0.595	0.484	0.683
25	DEDICATION -> BENEFIT	0.456	0.295	0.578

				Original Sample (O)	LBL	UPL
26	DEDICATION	->	CAREER	0.637	0.521	0.749
	DEVELOPMENT					
27	DEDICATION	->	COGNITIVE	0.533	0.397	0.634
28	DEDICATION	->	COMMUNICATION	0.379	0.226	0.524
29	DIVERSITY_	->	ABSORPTION	0.572	0.441	0.668
30	DIVERSITY_	->	AFFECTIVE	0.664	0.564	0.744
31	DIVERSITY->		BEHAVIOR	0.605	0.5	0.698
32	DIVERSITY->		BENEFIT	0.54	0.4	0.644
33	DIVERSITY->		CAREER	0.668	0.548	0.765
	DEVELOPMENT					
34	DIVERSITY->		COGNITIVE	0.635	0.514	0.732
35	DIVERSITY->		COMMUNICATION	0.605	0.458	0.727
36	DIVERSITY->		DEDICATION	0.699	0.597	0.784
37	GROWTH	MINDSET	->	0.497	0.364	0.612
	ABSORPTION					
38	GROWTH	MINDSET	->	0.677	0.582	0.775
	AFFECTIVE					
39	GROWTH	MINDSET	->	0.632	0.528	0.73
	BEHAVIOR					
40	GROWTH MINDSET	->	BENEFIT	0.456	0.324	0.574
41	GROWTH MINDSET	->	CAREER	0.603	0.446	0.707
	DEVELOPMENT					
42	GROWTH	MINDSET	->	0.727	0.652	0.807
	COGNITIVE					
43	GROWTH	MINDSET	->	0.493	0.338	0.613
	COMMUNICATION					
44	GROWTH	MINDSET	->	0.586	0.462	0.684
	DEDICATION					
45	GROWTH	MINDSET	->	0.661	0.569	0.74
	DIVERSITY					
46	INNOVATIVE	SUPPORT	->	0.491	0.337	0.601
	ABSORPTION					
47	INNOVATIVE	SUPPORT	->	0.658	0.571	0.74
	AFFECTIVE					
48	INNOVATIVE	SUPPORT	->	0.564	0.467	0.661
	BEHAVIOR					
49	INNOVATIVE	SUPPORT	->	0.579	0.416	0.703
	BENEFIT					

				Original Sample (O)	LBL	UPL
50	INNOVATIVE	SUPPORT	->	0.664	0.531	0.755
	CAREER DEVELOPMENT					
51	INNOVATIVE	SUPPORT	->	0.665	0.581	0.756
	COGNITIVE					
52	INNOVATIVE	SUPPORT	->	0.689	0.58	0.764
	COMMUNICATION					
53	INNOVATIVE	SUPPORT	->	0.487	0.354	0.593
	DEDICATION					
54	INNOVATIVE	SUPPORT	->	0.618	0.492	0.708
	DIVERSITY					
55	INNOVATIVE	SUPPORT	->	0.692	0.604	0.767
	GROWTH MINDSET					
56	INNOVATIVE	VISION	->	0.481	0.338	0.592
	ABSORPTION					
57	INNOVATIVE	VISION	->	0.681	0.581	0.764
	AFFECTIVE					
58	INNOVATIVE	VISION	->	0.48	0.339	0.592
	BEHAVIOR					
59	INNOVATIVE	VISION	->	0.565	0.419	0.664
	BENEFIT					
60	INNOVATIVE	VISION	->	0.641	0.51	0.724
	CAREER DEVELOPMENT					
61	INNOVATIVE	VISION	->	0.693	0.611	0.76
	COGNITIVE					
62	INNOVATIVE	VISION	->	0.64	0.51	0.728
	COMMUNICATION					
63	INNOVATIVE	VISION	->	0.468	0.319	0.574
	DEDICATION					
64	INNOVATIVE	VISION	->	0.623	0.509	0.708
	DIVERSITY					
65	INNOVATIVE	VISION	->	0.717	0.632	0.777
	GROWTH MINDSET					
66	INNOVATIVE	VISION	->	0.849	0.783	0.899
	INNOVATIVE SUPPORT					
67	VIGOR ->	ABSORPTION		0.673	0.546	0.768
68	VIGOR ->	AFFECTIVE		0.556	0.427	0.638
69	VIGOR ->	BEHAVIOR		0.564	0.454	0.658
70	VIGOR ->	BENEFIT		0.506	0.356	0.617
71	VIGOR	->	CAREER	0.64	0.484	0.739
	DEVELOPMENT					
72	VIGOR ->	COGNITIVE		0.518	0.371	0.624

		Original Sample (O)	LBL	UPL
73	VIGOR -> COMMUNICATION	0.443	0.277	0.557
74	VIGOR -> DEDICATION	0.75	0.656	0.834
75	VIGOR -> DIVERSITY	0.647	0.541	0.737
76	VIGOR -> GROWTH MINDSET	0.564	0.433	0.667
77	VIGOR -> INNOVATIVE SUPPORT	0.579	0.458	0.677
78	VIGOR -> INNOVATIVE VISION	0.508	0.384	0.604



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